

Attachment A
Children's Bureau
Child and Family Services Reviews
Program Improvement Plan
Suggested Standard Format

States are encouraged to use this PIP standard format to submit their PIP to the Children's Bureau Regional Office. The standard format includes the following sections:

- I. PIP General Information
- II. PIP Summary Work Plan and Matrix Instructions and Quality Assurance Checklist
- III. PIP Agreement Form (authorizing signatures)
- IV. PIP Matrix

I. PIP General Information

CB Region:	I		II		III	X	IV		V		VI		VII		VIII		IX		X		
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35. Shane Salter, DC Court Appointed Special Advocates (CASA)
36. Diane Sancilio, KidsPeace
37. Sue Sepehri, Child and Family Services Agency
38. Roger Scott, Child and Family Services Agency
39. Deborah Shore, Sasha Bruce
40. Elizabeth Sinks, Child and Family Services Agency
41. Nancy Smith, Citizen Review Panel

42. Nicholette Smith-Bligen, Child and Family Services Agency
43. Audrey Sutton, Child and Family Services Agency
44. Sarah Thankachan, Child and Family Services Agency
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*List key individuals who are actually working on the PIP and not necessarily everyone who was consulted during the PIP development process.

District of Columbia Child and Family Services Review Program Improvement Plan

Introduction

The following Program Improvement Plan (PIP) is based on the findings of the District of Columbia's Child and Family Services Review, which includes the findings associated with the District's Statewide Assessment (submitted on April 25, 2007) and the On-Site Review (the week of June 25, 2007).

The District's PIP includes five themes: Ensuring Safety, Improving In-Home Services, Engaging Families and Kin in Case Planning, Achieving Permanency, and Improving Educational Outcomes. Each theme addresses a practice change that is critical to improving outcomes for children and families. In order to make sure that these initiatives reach all of the children and families that the District serves, each action step encompasses both private agency and CFSA social workers, which are referenced as "case-carrying social workers" throughout the document.

A broad, narrative summary of the strategies that the District will employ to address the items found needing improvement follows, which includes a description of the broader context for the action steps included in the PIP matrices. Finally, each theme concludes with the relevant PIP matrix. The PIP matrix outlines specific actions that the District will take to accomplish measurable improvement in the areas identified by the CFSR. The matrix also details timelines for meeting major benchmarks, the evidence that will be submitted to demonstrate that the action step has been completed, and the persons responsible for ensuring that the relevant tasks are completed. The evidence submission date column delineates the quarter that CFSA will submit evidence of completion of each benchmark.

The Child and Family Services Agency will submit Quarterly Reports to update the Children's Bureau with regard to the District's progress on completing the Action Steps included in the PIP. The Quarterly Reports will provide a detailed, narrative summary regarding the implementation of the initiatives included in the PIP, including a summary of benchmarks that have been achieved, timeline for achieving future benchmarks, and anticipated barriers to achieving those benchmarks. For any benchmarks completed during the quarter, CFSA will include the relevant evidence as an attachment.

With regard to the data measures 4, 7, 17b, 18 and 20, CFSA has decided to integrate the collection of the PIP data measures with our new ChildStat process. ChildStat is an intensive review of two randomly selected cases that occurs twice each month (one case reviewed at each session is managed by CFSA and one case is managed by a private agency). During ChildStat, social workers and supervisors present the cases and then discuss its strengths and weaknesses with CFSA top leaders in an environment of shared learning, mentoring, and coaching. During

the process of preparing social workers to go through the ChildStat process, the facilitator will also complete the CFSR instrument on the five agreed-upon measures:

- Item 4: Risk assessment and safety management
- Item 7: Permanency goal for child
- Item 17b: Needs and services of parents
- Item 18: Child and family involvement in case planning
- Item 20: Caseworker visits with parents

In addition to reviewing the case record, the facilitator completing the instrument will also conduct interviews with the social worker and the family (child, mother, and father) when appropriate. Although only 12 cases complete the ChildStat process quarterly, at least 20 cases will be reviewed using the CFSR instrument each quarter. The additional 8 cases reviewed will be drawn from the alternate cases pulled for the ChildStat process. Quarterly results will be reported to ACF in the PIP quarterly reports, along with year-to-date results for quarters 1-4 and quarters 5-8. The number of foster care and in-home cases reviewed each month will be as follows:

- Quarter 1: 13 foster care cases, 7 in-home cases
- Quarter 2: 14 foster care cases, 6 in-home cases
- Quarter 3: 14 foster care cases, 6 in-home cases
- Quarter 4: 14 foster care cases, 6 in-home cases
- Quarter 5: 13 foster care cases, 7 in-home cases
- Quarter 6: 14 foster care cases, 6 in-home cases
- Quarter 7: 14 foster care cases, 6 in-home cases
- Quarter 8: 14 foster care cases, 6 in-home cases

Items 1 and 19 will be measured using administrative data generated from the District's SACWIS system, FACES. The data will be reported quarterly using the same logic as information reported to the District's Court Monitor.

Glossary / Table of Abbreviations

AI	Administrative Issuance. A memorandum that functions as an interim official policy or procedure
APPLA	Alternative Planned Permanent Living Arrangement
ASFA	Adoption and Safe Families Act
CEU	Continuing Education Units (used here for social work)
CFSA	DC Child and Family Services Agency
CIP	Court Improvement Project
CISA	Child Information Systems Administration
COMAR	Code of Maryland Regulations
CPS	CFSA's Child Protective Services administration
CSSP	Center for the Study of Social Policy; Court-appointed monitors
CWLT	Child Welfare Leadership Team. A multidisciplinary team comprised of leaders from the District's judicial and executive branches, whose mission is to reform the District's child welfare system to bring it into compliance with legal standards and to improve the safety, permanence and well-being of children in care.
DC ChildStat	The ChildStat follows the Coaching, Mentoring, Teaching (CMT) case review process and uses a team approach toward quality improvement. During an in-depth and thorough case review session, internal CFSA staff critically examines how decisions are made, what promotes effective decisions and what components of the system need improvement.
DC KIDS	District of Columbia Kids Integrated Delivery System. A collaboration between CFSA and National Children's Medical Center. DC KIDS provides comprehensive healthcare services for children in foster care.

DCPS	District of Columbia Public Schools
DOH	DC Department of Health
DSU	CFSA's in-house Diligent Search Unit
DYRS	DC Department of Youth Rehabilitation Services
EPT	CFSA Executive Policy Team
FACES	CFSA's SACWIS (Statewide Automated Child Welfare Information System)
FAPAC	Foster and Adoptive Parent Advocacy Center
FDC	Family Development Credentialing
HTFC Collaboratives	Healthy Families/Thriving Communities Collaboratives
ICPC	Interstate Compact on the Placement of Children
Legacy cases	Indicates children/youth that have had prolonged experiences with or have grown up in foster care
MAA	Medical Assistance Administration
MCO	Managed Care Organization
MD DHR	Maryland Department of Human Resources
MPD	District of Columbia Metropolitan Police Department
NASW	National Association of Social Workers
OPI	CFSA Office of Public Information
OPPLA	Other Planned Permanent Living Arrangement
OPPPS	CFSA Office of Planning, Policy and Program Support
OYD	CFSA Office of Youth Development
QSR	Quality Service Review
TPR	Termination of parental rights

District of Columbia Child and Family Services Review Program Improvement Plan

Part A: Strategy Measurement Plan and Quarterly Status Report

I: ENSURING SAFETY

PIP Theme: To develop and implement organizational and practice improvements that will better position CFSA to ensure safety for children and youth that are the subject of reports of abuse and neglect.		
Goal: To ensure safety for children that come to the attention of the Child and Family Services Agency.		
Action Step: CFSA will improve the quality of hotline functioning and investigations.		
Applicable CFSR Outcomes or Systemic Factors: <ul style="list-style-type: none"> Children are first and foremost protected from abuse and neglect. 		
Applicable CFSR Items: <ul style="list-style-type: none"> Item 1: Timeliness of initiating investigations of reports of child maltreatment 		
Person(s) Responsible: Deputy Director for the Office of Planning, Policy, and Program Support; Deputy Director for Program Operations; Training Administrator	Date Due: Two years after PIP approval	Date Completed: TBD
<p>The Child and Family Services Agency will improve the quality of hotline functioning and investigations through the following strategies:</p> <ul style="list-style-type: none"> Receive technical assistance from the National Resource Center on Child Protective Services (NRCCPS) to assess the adequacy of current policies, procedures, and staffing patterns, and to recommend changes based on best practices in the field Revise CPS Hotline and Investigation policies based on best practices, including policies for the conduct and closure of investigations Create CPS practice manual, incorporating practice recommendations from the National Resource Center Research best practices and revise CPS training materials accordingly <p>Through the technical assistance with the NRCCPS, CFSA will address the timeliness of initiating investigations, specifically with regard to whether having a 30-minute (for Priority I investigations) or a 24-hour (for Priority II investigations) follows best practice standards. After reviewing other states' policies and practices, as well as recommendations from NRCCPS, CFSA may adjust it's timeframes for initiating investigations.</p>		

Benchmarks	Person(s) Responsible	Evidence	Evidence Submission Date
<ol style="list-style-type: none"> 1. Receive technical assistance from the National Resource Center on Child Protective Services (NRCCPS) to assess the adequacy of current policies, procedures, and staffing patterns, and to recommend changes based on best practices in the field <ol style="list-style-type: none"> a. Engage the NRCCPS through an initial on-site meeting b. Determine members of a core workgroup c. Negotiate proposed work plan regarding revising policies and procedures, the practice manual and staffing changes 	Deputy Director for OPPPS; Deputy Director for Program Operations	Copy of work plan and list of work group members	First quarterly PIP submission
<ol style="list-style-type: none"> 2. Revise select CPS Hotline policies based on best practices. <ol style="list-style-type: none"> a. Develop and submit request for policy development to the Executive Policy Team (EPT). b. Appoint Executive Sponsor to guide policy development. c. Convene initial work group meeting to develop policy development work plan d. Initiate policy development and drafting e. Submit policy to EPT for approval f. Revise as appropriate and submit policy to Agency Director for approval and signature g. Revise as appropriate and submit signed policy to Center for the Study of Social Policy (CSSP) for approval 	Deputy Director for OPPPS; Executive Policy Team	Draft CPS Hotline Policy (as submitted to CSSP)	First quarterly PIP submission
<ol style="list-style-type: none"> 3. Review best practice Hotline training curricula, determine needed changes to current Hotline training curricula, and revise the training curricula accordingly. 	Training Administrator	Copy of the revised Hotline Training curricula	Second quarterly PIP submission
<ol style="list-style-type: none"> 4. Revise select CPS Investigation policy based on best practices. <ol style="list-style-type: none"> a. Develop and submit request for policy development to the Executive Policy Team (EPT). b. Appoint Executive Sponsor to guide policy development. c. Convene initial work group meeting to develop policy development work plan d. Initiate policy development and drafting e. Submit policy to EPT for approval f. Revise as appropriate and submit policy to Agency Director for approval and signature g. Revise as appropriate and submit signed policy to Center for the Study of Social Policy (CSSP) for approval 	Deputy Director for OPPPS; Executive Policy Team	Draft CPS Investigations Policy (as submitted to CSSP)	Third quarterly PIP submission

Benchmarks	Person(s) Responsible	Evidence	Evidence Submission Date
<p>5. Review best practice Investigations training curricula, determine needed changes to Investigations training curricula, and revise the training curricula accordingly.</p>	<p>Training Administrator</p>	<p>Copy of the revised Investigations Training curricula</p>	<p>Fifth quarterly PIP submission</p>
<p>6. Create CPS practice manual, incorporating practice recommendations from the National Resource Center</p> <ol style="list-style-type: none"> Define roles and responsibilities according to current organizational design and staffing compliment Disseminate protocol to external stakeholders 	<p>Deputy Director for Program Operations</p>	<p>Copy of the practice manual and letter to stakeholders distributing the manual</p>	<p>Sixth quarterly PIP submission</p>

II. IMPROVING IN-HOME SERVICES

PIP Theme: To improve in-home services.

Goal: To improve in-home services so that children are safely maintained in their homes whenever possible, and families have enhanced capacity to provide for their children's needs.

Action Step: CFSA social workers and supervisors providing in home services will co-locate with the Healthy Families/Thriving Communities Collaboratives, to provide intensive services to children and families in the communities where they live.

Applicable CFSR Outcomes or Systemic Factors:

- Children are safely maintained in their homes whenever possible and appropriate.
- Families have enhanced capacity to provide for their children's needs.
- Children receive adequate services to meet their physical and mental health needs.

Applicable CFSR Items:

- Item 4: Risk of harm to child
- Item 19: Caseworker visits with child
- Item 20: Caseworker visits with parents
- Item 23: Mental/behavioral health needs of the child

Person(s) Responsible: Deputy Director for Program Operations; Director for LaShawn Accountability; Director of Information Services; Training Administrator; Quality Improvement Administrator	Date Due: Two years after PIP approval	Date Completed: TBD
<p>CFSA is strengthening its partnership with the HFTC Collaboratives through the Partnership for Community-Based Services. The foundation of this partnership is the co-location of CFSA in-home units¹ (supervisors and social workers) within the HFTC Collaboratives. CFSA's in-home units will physically move to the HFTC Collaborative sites. In-home staff will be teamed with staff of the Collaboratives to work with families. Recognizing that a more coordinated and comprehensive approach is needed to address the complexity of family issues, CFSA and the HFTC Collaboratives have created a practice model for in-home services consisting of core practice values, behaviors, and activities.</p> <p>A series of training classes will support the practice implementation for the in-home model and redesign. All social workers with case management responsibility will be required to receive training and will have access to the same training. The basic series of modules will include: Family Development Training; Leading Teams and Inclusive Service Delivery; Strengths-based, Solution Focused Engagement Techniques; and Advanced Coaching Techniques for Supervisors.</p> <p>The new in-home practice protocol directs in-home staff to recognize and assess the family strengths and accomplishments during the initial contact with the family and ongoing during each contact until case closure. In addition to assessing the strengths and needs of families, all case-carrying workers must accurately assess families' safety and risk.</p> <p>The assessments will focus on identifying the underlying issues that families may be experiencing, rather than just identifying immediate, concrete needs. Regular assessments will inform the case planning process. Finally, assessments will be an inclusive process involving the entire family, including non-resident parents, as well as in-home staff, Collaborative staff, and other professionals. The strengths and needs assessment and safety and risk assessment will be completed within 30 days of case opening and every six months thereafter. All assessments will be included in the case record and integrated into the case planning process. Results of the assessments shall be shared with families during case planning discussions. In turn, the case plan will drive linkages to appropriate services to help families achieve their goals.</p> <p>The strengths and needs assessment tool, as well as the safety and risk assessment tool, will be incorporated into FACES, so that the Agency will be able to use automated reports to monitor whether CFSA social workers are consistently using the assessment tools. SDM tools for both in-home and foster care cases will be incorporated into FACES and management reports will be designed to track timeliness of completion of SDM tools for both types of cases.</p> <p>CFSA will increase its commitment and focus on the mental health needs and services for children who remain in the home. The new in-home practice model, with a focus on quality home visitation, will make certain that a thorough assessment of family needs will include assisting parents and families to ensure that children and youth are assessed and receiving appropriate mental health services. Further, CFSA has recently completed a Mental Health Needs Assessment, which presents a series of recommendations that have become the basis for a multi-year work plan to develop capacity and to put necessary services in place. The multi-year work plan is a blueprint for program development and implementation.</p>		

¹ The vast majority of in-home cases are managed by CFSA social workers. Private Agency social workers only manage cases where children have been reunified with their families and require time-limited, on-going services.

Benchmarks	Persons Responsible	Evidence	Evidence Submission Date
<ol style="list-style-type: none"> 1. Implement in-home practice model <ol style="list-style-type: none"> a. Define roles and responsibilities according to current organizational design and staffing compliment b. Disseminate practice model to CFSA and Collaborative staff and stakeholders 	<p>Director for LaShawn Accountability</p>	<p>Copy of Practice Model that includes roles and responsibilities of staff; training schedule and materials for training on the Practice Model</p>	<p>First quarterly PIP submission</p>
<ol style="list-style-type: none"> 2. Provide orientation on the practice protocol to assigned Collaborative/CFSA teams in phases <ol style="list-style-type: none"> a. Orientation provided on protocols, including <ol style="list-style-type: none"> (1) teaming (2) shared decision making (3) importance of conducting family meetings for each case (4) case planning (5) quality home visitation (6) required frequency of social worker visits with child (7) advocacy of educational needs of child (8) safe case closure (9) supervision 	<p>Deputy Director for Program Operations; Training Administrator; Director for LaShawn Accountability</p>		<p>First quarterly PIP submission</p>
<ol style="list-style-type: none"> 3. Physically co-locate CFSA supervisors and social workers in the community with the Collaboratives in phases <ol style="list-style-type: none"> a. Determine the schedule regarding which in-home units will move to which Collaboratives, including timeframes b. Plan for logistics, including space and network issues c. Physically relocate staff, including furniture, equipment, etc. 	<p>Deputy Director for Program Operations; Deputy Director for Administration; Director for LaShawn Accountability</p>	<p>Logistics plan for re-location, including key dates</p>	<p>Second quarterly PIP submission</p>
<ol style="list-style-type: none"> 4. CFSA social workers, supervisors and social services assistants and Collaborative family support workers and supervisors will receive family development training, training regarding leading effective and inclusive service delivery teams; and strengths-based, solution-focused engagement techniques. Supervisors will also receive advanced coaching techniques for supervisors. <ol style="list-style-type: none"> a. Design and develop training curriculum b. Develop training schedule c. Schedule CFSA/Collaborative teams to be trained d. Completion of training e. Integrate training into curriculum for “new” social workers, supervisors, social service 	<p>Deputy Director for Program Operations; Training Administrator</p>	<p>Training curriculum, schedule, and materials; Management reports regarding training attendance</p>	<p>Second quarterly PIP submission</p>

<p>assistants, Collaborative family support workers and supervisors</p> <p>f. Develop curriculum for “refresher” training course</p> <p>5. Safety and risk assessment tools will be incorporated into FACES for both in-home and foster care cases.</p> <ol style="list-style-type: none"> CISA will incorporate tools into FACES Automated reports will be used to monitor the use of safety and risk assessment tools for both in-home and foster care cases <p>6. Strengths and needs assessment tool and safety/risk assessment tool will be completed in accordance with policy.</p> <ol style="list-style-type: none"> Strengths and needs assessment tool and safety/risk assessment tool will be completed with families within 30 days of case opening Strengths and needs assessment tool and safety/risk assessment tool will be completed with families every 6 months thereafter Completed assessment tools will be included in case plans <p>7. Evaluate the effectiveness of this model, including process and outcome evaluations</p> <ol style="list-style-type: none"> develop process and outcome evaluation models 	<p>Director of Information Services</p> <p>Deputy Director for Program Operations</p> <p>Quality Improvement Administrator</p>	<p>Screen Shots of FACES</p> <p>Management Reports</p> <p>Evaluation Reports</p>	<p>Third quarterly PIP submission</p> <p>Fourth through final quarterly PIP submission</p> <p>Seventh quarterly PIP submission</p>
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III: ENGAGING FAMILIES

PIP Theme: To better engage ² families and kin in case planning.		
Goal: To better engage families and kin, with particular emphasis on fathers and paternal relatives, at all stages in the life of a case, in order to ensure participation of family members in case planning and outcomes, to improve provision of services to families through increased visits and connections with relatives and to increase opportunities to identify resources for family placement resources.		
Action Step: CFSA will develop basic protocols to guide staff in locating and engaging parents and extended family members, in compliance with policy.		
Applicable CFSR Outcomes or Systemic Factors: <ul style="list-style-type: none"> • Children have permanency and stability in their living situations. • The continuity of family relationships and connections is preserved for children. • Families have enhanced capacity to provide for their children's needs. • Improvement of case review system, specifically written case plans. 		
Applicable CFSR Items: <ul style="list-style-type: none"> • Item 13: Visiting with parents and siblings in foster care • Item 16: Relationship of child in care with parents • Item 17: Needs and services of child, parents, and foster parents • Item 18: Child and family involvement in case planning 		
Person(s) Responsible: Deputy Director for the Office of Clinical Practice; Deputy Director for the Office of Planning, Policy and Program Support; Deputy Director for Program Operations; Training Administrator; Director of Information Systems; Quality Improvement Administrator; Diligent Search Supervisor	Date Due: Two years after PIP approval	Date Completed:

² Engagement is the process of building a collaborative working relationship between the family and the CFSA worker or service provider for the purpose of meeting the identified and individualized service plan goals of the family. Engagement is based on honesty, empathy, mutual respect, unconditional positive regard, respect for diversity, a collaborative service planning process, and an ability to understand and work through a family's resistance to receive services. Excerpt from *Partnership for Community-Based Services Practice Protocol (draft)*.

CFSA will develop family engagement guidelines, which will be readily accessible to staff at all times. The guidelines will provide a conceptual framework for engaging families and enhancing their capacity to meet their children's needs, outlining an Agency philosophy and core practice values. Specific instructions will be provided on a strength-based approach to engagement, early engagement (from the outset of a case), and re-engagement. The guidelines will provide more specificity in carrying out procedures and will result in more immediate changes and application of these new strategies. The guidelines will also be used in training new and existing social workers and will provide daily direction on tools and methods for engaging families and enhancing their capacity to meet their children's needs.

The guidelines will establish a process for staff to make efforts to engage families within 30 days of case assignment to an ongoing foster care or in-home services caseworker, including attempts to engage absent parents. Specific protocols and procedures workers will guide staff on how to first seek information on the whereabouts of the parent(s) from the child(ren) in a manner that is age-appropriate, non-threatening and non-traumatic. Social workers will also receive detailed instructions on how to conduct a preliminary search of databases that social workers can access at their desks.

If the investigating social workers are unsuccessful in initially locating parents and the subsequent search by the ongoing social worker does not yield critical information within 30 days of case assignment, the guidelines will direct social workers to make a referral to the Diligent Search Unit. Once an absent parent is located, the guidelines will contain procedures to assist social workers in making efforts to engage the parent as soon as possible and to involve the parent in the case planning process, including assessing the parent's strengths and needs, identifying and making referrals for appropriate services, and enhancing the parent's capacity to meet their children's needs. Further, if the diligent search finds extended maternal or paternal relatives in the process of locating the absent parent, the guidelines will include information on how to make contact with those family members and engage them in the case planning process and how to partner with them to serve as a support to the family throughout the life of the case.

To facilitate an effective diligent search process, social workers will be required to attend a mandatory diligent search training, which will demonstrate how social workers can conduct an initial diligent search using databases at their disposal prior to making a referral to the Diligent Search Unit (DSU). Supervisors will ensure that social workers have completed these initial diligent searches and documented their efforts on the diligent search referral form before submission to the DSU at the 30-day point. To support this process, CFSA will revise the diligent search referral form to make it more user-friendly.

To reinforce this process, the guidelines will include a process for monitoring family engagement through the administrative review process. Administrative review staff will be required to ask about diligent efforts to locate and engage absent parents and/or family members during the administrative reviews. In cases where adequate efforts to engage absent parents or family members have not occurred, administrative review staff will state these findings in the formal administrative review report to ensure that social workers initiate the diligent search process. The administrative review staff will follow-up during subsequent administrative reviews to make sure the recommendations were carried out. Additionally, as part of the case planning process, supervisors will review the case plan for evidence that *both* parents strengths and needs were assessed and that *both* parents were involved in the case planning process. Program managers will reinforce the necessity of involving *both* parents in the case planning process when they complete their monthly review of two cases from each supervisory unit.

These guidelines will also address special circumstances and categories of absent family members, such as:

- Positive and effective engagement of families during the investigation process – ensuring that valuable information is gathered at the earliest stages of a case
- Incarcerated family members – elaborating on the existing visitation policy; creating partnership with correctional systems and facilities
- Domestic violence – including assessing on-going risk after rehabilitative services have started; addressing and overcoming the non-offender parent's apprehensions and resistance to the involvement of the offending parent
- APPLA – continuing family engagement when the case goal has changed to APPLA
- Legacy cases – overcoming the unique barriers to engagement created when children have grown up in care, including engagement/re-engagement after years without contact

CFSA will develop and administer training to all CFSA case-carrying social workers to increase competencies in engaging and maintaining connections with families throughout the life of a case. The first set of trainings will focus on increasing social workers' tools and techniques for engaging families, with emphasis on concrete skill-building, so the staff has a variety of methods to work to engage the diversity of families they encounter.

The second training will target social workers, supervisors and program managers and will focus specifically on engaging fathers. The training competencies will include:

- Recognizing the value of the child-father relationship;
- Understanding the dynamics in working with fathers who are involved with the child welfare system;
- Encouraging mothers to identify fathers at the point of intake or early in the case, explaining the benefits of paternal involvement to their children;
- Demonstrating techniques to engage fathers in the case planning and service provision process;
- Working successfully with fathers in the wide range of family situations and structures, including those fathers that may be incarcerated or non-residents of the District of Columbia;
- Effectively involving fathers in all aspects of case management and including fathers in a comprehensive assessment of the family and the family's situation;
- Identifying and utilizing fathers' strengths in the case planning process and encouraging fathers to play an active role in the ongoing assessment process; and
- If removal is necessary, before placing a child in an unrelated home, assessing fathers' and paternal family members' homes for placement.

Finally, the Agency recognizes the critical need to gather key information and positively engage a family at the initial point of contact - during the investigation stage. A curriculum will be developed (see the first theme, *Ensuring Safety*) and offered to equip Child Protective Services (CPS) workers and supervisors to engage families throughout the CPS investigation and increase staff competencies.

Benchmarks	Person(s) Responsible	Evidence	Evidence Submission Date
<p>1. Develop reference guidelines for engaging families, including special provisions for:</p> <ul style="list-style-type: none"> a) Innovative and effective attempts to engage families within 30 calendar days of assignment to an ongoing foster care or in-home services caseworker. b) Diligent search procedures <ul style="list-style-type: none"> 1) Basic diligent search procedures for social workers 2) Making referrals to diligent search after 30 days of case assignment and ongoing throughout life of case 3) Revision of diligent search form c) Incarcerated families protocol <ul style="list-style-type: none"> 1) Elaborate on the existing visitation policy 2) To support compliance with guidelines, work to create Agency partnership with correctional systems and facilities d) Domestic violence protocol <ul style="list-style-type: none"> 1) Guidelines will include the assessment of on-going risk after rehabilitative services have started 2) To support compliance with guidelines, address and work to overcome the non-offender parent's apprehensions and resistance to the involvement of the offending parent e) APPLA protocol – continuing family engagement when the case goal has changed to APPLA f) Legacy Cases protocol <ul style="list-style-type: none"> 1) Research effective methods for overcoming the unique barriers to engagement created when children have grown up in care, including engagement/re-engagement of families after years without contact 2) Identify effective methods for inclusion in protocol, integration into training and case practice 	<p>Deputy Director for OPPPS; Deputy Director of Program Operations; Deputy Director for Clinical Practice</p>	<p>Copies of guideline sections as they are completed</p>	<p>Fifth quarterly PIP submission</p> <p>First quarterly PIP submission</p> <p>First quarterly PIP submission</p> <p>Second quarterly PIP submission</p> <p>Third quarterly PIP submission</p> <p>Fourth quarterly PIP submission</p> <p>Fourth quarterly PIP submission</p>

Benchmarks	Person(s) Responsible	Evidence	Target Date
2. Upon approval of completed sections of guidelines by CFSA leadership, distribute copies via email to all staff	Public Information Officer	Copy of distribution cover memos	First through fifth quarterly PIP submissions
3. Produce hard copies of guidelines for inclusion in training materials; distribute tip sheets for quick reference	Training Administrator	Copy of training materials, tip sheets with guidelines	First through fifth quarterly PIP submissions
4. Upload guidelines to CFSA intranet	Public Information Officer	“Print Screen” copy of intranet page	First through fifth quarterly PIP submissions
5. Expand training curriculum for existing diligent search training to include new protocols and forms	Training Administrator, Diligent Search Supervisor	Copy of training materials with revised forms	Second quarterly PIP submission
6. Provide Ongoing Training and Support <ul style="list-style-type: none"> a) Develop training curriculum to orient direct service staff to guidelines b) Provide in-service and pre-service training to direct service staff c) Monitor training attendance d) Conduct training evaluations and modify training as necessary 	Training Administrator	Copy of training schedule and training agenda	Sixth quarterly PIP submission
7. Develop management report to assess family engagement	Director of Information Services; Deputy Director for the Office of Planning, Policy, and Program Support	Copy of report	Sixth quarterly PIP submission
8. Monitor family engagement through Administrative Reviews	Administrator for Quality Improvement	Admin. Review Report	Third through final quarterly PIP submission

IV: ACHIEVING PERMANENCY

PIP Theme: To develop and implement organizational and practice improvements that will better position CFSA to affect positive permanency outcomes for children in the foster care system.		
Goal: To achieve permanency for children in foster care in a more timely manner.		
Action Step: CFSA will embark on a system-wide initiative to implement and emphasize concurrent planning for children in foster care.		
Applicable CFSR Outcomes or Systemic Factors: <ul style="list-style-type: none"> • Children have permanency and stability in their living situations. • The continuity of family relationships and connections is preserved for children. 		
Applicable CFSR Items: <ul style="list-style-type: none"> • Item 6: Stability of foster care placement • Item 7: Permanency goal for the child • Item 8: Reunification, guardianship, or permanent placement with relatives • Item 9: Adoption • Item 15: Relative Placement 		
Person(s) Responsible: Deputy Director of the Office of Planning, Policy and Program Support; Deputy Director of Program Operations; Training Administrator; the Office of Licensing and Monitoring; Child Welfare Leadership Team (CWLT), Court Improvement Project	Date Due: Two years after PIP approval	Date Completed: TBD

CFSA will reinforce the concurrent planning process by:

- Increasing kinship placement resources and capacity;
- Working with the DC Court Improvement Project to align priorities and expectations with regard to:
 - a) Appropriate utilization of concurrent planning;
 - b) Adoption and Safe Families Act (ASFA) timeframes for the establishment and achievement of appropriate permanency goals; and,
 - c) Appropriate permanency goals for children, especially with regard to concurrent planning and/or approving APPLA as a goal.
- Developing internal policies and procedures to guide concurrent planning practice;
- Formally articulating the roles and responsibilities of all stakeholders in the concurrent planning process; and,
- Building into the Administrative Review process a regular review of concurrent planning activity cases to ensure the system's continuous compliance with ASFA requirements.

From a practice perspective, the concurrent planning process will include:

- Establishing firm timelines for permanency;
- Openly discussing with parents/kin the timeframes and scenarios for the child's permanency, including parents' rights and responsibilities under federal regulation, local regulation, and agency policy;
- Determining paternity as quickly as possible after the opening of the foster care case;
- Exploring all family members (especially paternal kin) as potential permanent caretakers;
- Arranging for frequent visitation between foster children and their parents/kin; and,
- Reviewing all cases in which children have a goal of APPLA to ensure that all permanency options have been considered

CFSA will also continue to strengthen practice with regard to permanency through a partnership with the Casey Strategic Consulting Group (CSCG). The partnership will focus on permanency for older youth in care, including a redesign of CFSA's Office of Youth Development, an intensive review of all cases with a goal of APPLA, and designing new protocols for changing a youth's goal to APPLA. Through the work with CSCG and an increased focus on concurrent planning, CFSA will expedite permanency for all children and youth in care.

Benchmarks	Person(s) Responsible	Evidence	Target Date
<p>5. Develop policies and procedures to support case practice for concurrent planning</p> <ul style="list-style-type: none"> a) Develop and submit request for policy development to the Executive Policy Team. b) Appoint Executive Sponsor to guide policy development. c) Convene initial work group meeting to develop policy development work plan d) Initiate policy development and drafting (until approved by Executive Sponsor) e) Submit policy to Executive Policy Team for approval f) Revise as appropriate and submit policy to Agency Director for approval and signature g) Revise as appropriate and submit signed policy to Center for the Study of Social Policy (CSSP) for approval 	Deputy Director for OPPPS, Executive Policy Team	Draft Policy Concurrent Planning (as submitted to CSSP)	Fifth quarterly PIP submission
<p>6. Develop and Publish Practice Protocols</p> <ul style="list-style-type: none"> a) Define roles and responsibilities according to current organizational design b) Disseminate protocol to external stakeholders c) Determine the extent/protocol of management review for APPLA goal recommendation d) Determine appropriateness of requiring Youth Connections Conferences or other family meetings before APPLA is recommended as an appropriate goal 	Deputy Director for OPPPS, Deputy Director for Program Operations	Published Protocols including roles and responsibilities; memo distributing protocols	Sixth quarterly PIP submission
<p>7. Provide Ongoing Training and Support</p> <ul style="list-style-type: none"> a) Adapt protocol into training curriculum for direct service staff and foster parents on concurrent planning b) Provide in-service and pre-service training to appropriate staff and foster parents. 	Training Administrator	Training Curriculum and training schedule	Seventh quarterly PIP submission
<p>8. Conduct ongoing practice evaluation</p> <ul style="list-style-type: none"> a) Integrate questions regarding concurrent planning into the Administrative Review process b) Develop management reports c) Administrative Review observations 	Deputy Director for OPPPS)	Management Reports	Seventh quarterly PIP submission

V: IMPROVING EDUCATIONAL OUTCOMES

PIP Theme: To implement formal protocols and case management tools to support social workers in their efforts to assess educational needs and improve educational outcomes for children.

Goal: To improve the assessment of educational needs and the achievement of positive outcomes for children being served by CFSA.

Action Step: CFSA will develop a uniform case management tool and practice protocols to assess each child's educational needs and to track each child's academic progress.

Applicable CFSR Outcomes or Systemic Factors:

- Children receive services to meet their educational needs

Applicable CFSR Items:

- Item 21: Educational needs of children

Person(s) Responsible: Deputy Director of the Office of Planning, Policy and Program Support; Deputy Director of Program Operations; Training Administrator; Deputy Director of the Office of Clinical Practice

Date Due:
Two years after
PIP approval

Date Completed: TBD

Following the completion of CFSA's Program Improvement Plan period from round one of the CFSR, ACF found that CFSA had not successfully completed one outcome measure: Well-Being Outcome 2 (Children receive services to meet their educational needs). Pursuant to 45 CFR 1355.36, because CFSA was found to be "not in substantial conformity" with this outcome measure during round two of the CFSR, CFSA is required to develop a Program Improvement Plan measure to demonstrate substantial conformity with this outcome requirement.

During the second round of the CFSR, CFSA achieved 100% substantial conformity in Well-Being Outcome 2 with regard to children in foster care, but only 67% substantial conformity for children being served in-home. Therefore, in order to demonstrate CFSA's commitment to ensuring positive educational outcomes for children on its in-home caseload, CFSA will embark on an initiative to expand and formalize a system-wide case management tool, the Education Checklist, which is a comprehensive assessment tool geared to identify every child's particular educational/academic service needs. CFSA first developed this tool in 2007 to capture basic educational information about children in CFSA care. The D.C. Family Court has built on this initiative by devising their own checklist and committing to ask specific questions about educational attainment during court hearings. The current initiative will build on these prior efforts, so that social workers serving children in-home will be similarly prepared to assess and procure services to meet children's educational needs.

In the coming months, CFSA will:

- Develop a process and procedures document to guide in-home social worker's use of the Education Checklist;
- Train in-home social workers on the appropriate usage of the Education Checklist;
- Conduct ongoing monitoring of the use of the Educational checklist by in-home social workers.

Benchmarks	Person(s) Responsible	Evidence	Evidence Submission Date
1. Consolidate the CFSA Education Checklist and the DC Family Court Education Checklist to create comprehensive tool for social worker utilization.	OCP	Copy of Consolidated Education Checklist	First quarterly PIP submission
2. Develop process and procedures to guide in-home social worker utilization of the Consolidated Education Checklist	OCP	Copy of process and procedures guide	Second quarterly PIP submission
3. Provide Ongoing Training and Support to CFSA in-home social workers <ul style="list-style-type: none"> c) Adapt process and procedures guide into training curriculum for direct service staff d) Provide in-service and pre-service training to in-home, direct services staff 	OCP, Office of Training Services	Copy of training agenda and schedule	Third quarterly PIP submission
4. Conduct on-going monitoring of the use of the education checklist <ul style="list-style-type: none"> c) Integrate questions regarding the educational checklist into the Quality Service Review tool 	OCP and Office of Planning, Policy, and Program Support (OPPPS)	Copy of QSR tool and evaluation results	Fourth and final quarterly PIP submission

Part B: National Standards Measurement Plan and Quarterly Status Report

Permanency Outcome 1: Timeliness and Permanency of Reunification												
National Standard	122.6											
Performance as Measured in Final Report/Source Data Period	97.8 (2005AB)											
Performance as Measured in Baseline/Source Data Period	105.4 (2007B/08A)											
Negotiated Improvement Goal	108.5											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1: Timeliness of Adoptions												
National Standard	106.4											
Performance as Measured in Final Report/Source Data Period	90.7 (2005AB)											
Performance as Measured in Baseline/Source Data Period	87.6 (2007B/08A)											
Negotiated Improvement Goal	91.2											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Achieving Permanency for Children in Foster Care for Long Periods of Time												
National Standard	121.7											
Performance as Measured in Final Report/Source Data Period	115.3 (2005AB)											
Performance as Measured in Baseline/Source Data Period	100.9 (2007B/08A)											
Negotiated Improvement Goal	103.7											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1: Placement Stability												
National Standard	101.5											
Performance as Measured in Final Report/Source Data Period	98.5 (2005AB)											
Performance as Measured in Baseline/Source Data Period	86.5 (2007B/08A)											
Negotiated Improvement Goal	89.1											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Part C: Item-Specific and Quantitative Measurement Plan and Quarterly Status Report

Outcome/Systemic Factor: Children are safely maintained in their homes whenever possible and appropriate, Item 4												
Status of Item in Final Report	Item 1 was assigned an overall rating of Area Needing Improvement. In 81 percent of the applicable cases, reviewers determined that the agency had initiated investigations in a timely manner.											
Baseline Status/Source Data Period	<p><i>Baseline data will come from the FACES management report INT001 and will reflect the same data submitted to the District's Court Monitor. The baseline was computed from 12 months of data using quarterly data reports ending with the most recent available data quarter 4th qtr of 2008.</i></p> <p>Baseline 66.14</p>											
Negotiated Improvement Goal	70.18% of investigations will be initiated within 48 hours (goal achieved in any 12-month period, advancing by quarters, during the PIP or non-overlapping year). The improvement goal will be based on the sampling error at a 95% confidence interval.											
Method of Measuring Improvement	FACES Management Report INT001, which tracks the timeliness of initiating investigations on a daily basis. Reports will be submitted to the Children's Bureau with a description of the report logic.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: Children are safely maintained in their homes whenever possible and appropriate, Item 4												
Status of Item in Final Report	Item 4 was assigned an overall rating of Area Needing Improvement. In 83 percent of the applicable cases, reviewers determined that the agency had appropriately addressed the risk of harm to the children.											
Baseline Status/Source Data Period	<i>Baseline data will be generated through the Practice Improvement Case Review. Baseline data will be submitted no later than Q5 of the PIP.</i> The baseline will be established from a minimum sample of 54 applicable cases. The minimum sample size will be derived from a rolling four quarter period baseline. The baseline percent will be the percent of applicable cases reviewed during the year rated a strength on appropriately addressing risk of harm to children.											
Negotiated Improvement Goal	<i>The improvement goal will be determined following the submission of the baseline data.</i> Rolling or advancing quarters of data/findings encompassing 12 months with a minimum of 54 applicable cases will be used to determine if the District has met its goal of improvement. The goal of improvement would be set by adding one half the sampling error, using an 80 percent confidence level, to the baseline percentage. The goal percentage will be the percent of applicable cases reviewed rated a strength on appropriately addressing risk of harm to the children (goal achieved in any 12-month period, advancing by quarters, during the PIP or non-overlapping year).											
Method of Measuring Improvement	Statewide Practice Improvement Case Review data on appropriately addressing risk of harm to children. Information will be provided in QSRs on the sample size for each quarter reported.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: Children have permanency and stability in their living situations, Item 7												
Status of Item in Final Report	Item 7 was assigned an overall rating of Area Needing Improvement. In 56 percent of the applicable cases, reviewers determined that the agency had established an appropriate permanency goal for the child in a timely manner.											
Baseline Status/Source Data Period	Baseline data will be generated through the Practice Improvement Case Review. Baseline data will be submitted no later than Q5 of the PIP. The baseline will be established from a minimum sample of 22 applicable cases. The minimum sample size will be derived from a rolling four quarter period baseline. The baseline percent will be the percent of applicable cases reviewed during the year rated a strength on children having an appropriate permanency goal in a timely manner.											
Negotiated Improvement Goal	<p>The improvement goal will be determined following the submission of the baseline data. Rolling or advancing quarters of data/findings encompassing 12 months with a minimum of 22 applicable cases will be used to determine if the District has met its goal of improvement. The goal of improvement would be set by adding one half the sampling error, using an 80 percent confidence level, to the baseline percentage.</p> <p>The goal percentage will be the percent of applicable cases reviewed rated a strength on children having an appropriate permanency goal in a timely manner (goal achieved in any 12-month period, advancing by quarters, during the PIP or non-overlapping year).</p>											
Method of Measuring Improvement	Statewide Practice Improvement Case Review data on children having an appropriate permanency goal in a timely manner. Information will be provided in QSRs on the sample size for each quarter reported											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: Families have enhanced capacity to provide for their children's needs, Item 17B												
Status of Item in Final Report	Item 17 was assigned an overall rating of Area Needing Improvement. In 77 percent of the cases, reviewers determined that the District had adequately assessed and addressed the service needs of mothers, and in 24 percent of cases, reviewers determined that the District had adequately assessed and addressed the service needs of fathers.											
Baseline Status/Source Data Period	Baseline data will be generated through the Practice Improvement Case Review. Baseline data will be submitted no later than Q5 of the PIP. The baseline will be established from a minimum sample of 33 applicable cases. The minimum sample size will be derived from a rolling four quarter period baseline. The baseline percent will be the percent of applicable cases reviewed during the year rated a strength on assessing and addressing the service needs of mothers and fathers.											
Negotiated Improvement Goal	<p>The improvement goal will be determined following the submission of the baseline data. Rolling or advancing quarters of data/findings encompassing 12 months with a minimum of 33 applicable cases will be used to determine if the District has met its goal of improvement. The goal of improvement would be set by adding one half the sampling error, using an 80 percent confidence level, to the baseline percentage.</p> <p>The goal percentage will be the percent of applicable cases reviewed rated a strength on assessing and addressing the services needs of mothers and fathers (goal achieved in any 12-month period, advancing by quarters, during the PIP or non-overlapping year).</p>											
Method of Measuring Improvement	Statewide Practice Improvement Case Review data on assessing and addressing the needs of mothers and fathers. Information will be provided in QSRs on the sample size for each quarter reported											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: Families have enhanced capacity to provide for their children's needs, Item 18												
Status of Item in Final Report	Item 18 was assigned an overall rating of Area Needing Improvement. In 48 percent of the applicable cases, reviewers determined that the agency had made diligent efforts to involve parents and/or children in case planning.											
Baseline Status/Source Data Period	Baseline data will be generated through the Practice Improvement Case Review. Baseline data will be submitted no later than Q5 of the PIP. The baseline will be established from a minimum sample of 29 applicable cases. The minimum sample size will be derived from a rolling four quarter period baseline. The baseline percent will be the percent of applicable cases reviewed during the year rated a strength on diligent efforts to involve parents and/or children in case planning.											
Negotiated Improvement Goal	<p>The improvement goal will be determined following the submission of the baseline data. Rolling or advancing quarters of data/findings encompassing 12 months with a minimum of 29 applicable cases will be used to determine if the District has met its goal of improvement. The goal of improvement would be set by adding one half the sampling error, using an 80 percent confidence level, to the baseline percentage.</p> <p>The goal percentage will be the percent of applicable cases reviewed rated a strength on diligent efforts to involve parents and/or children in case planning (goal achieved in any 12-month period, advancing by quarters, during the PIP or non-overlapping year).</p>											
Method of Measuring Improvement	Statewide Practice Improvement Case Review data on diligent efforts to involve parents and/or children in case planning. Information will be provided in QSRs on the sample size for each quarter reported.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: Children are safely maintained in their homes whenever possible and appropriate, Item 4												
Status of Item in Final Report	Item 19 was assigned an overall rating of Area Needing Improvement. In 86% of the cases, reviewers determined that caseworker visits with children were of sufficient frequency and/or quality.											
Baseline Status/Source Data Period	<p><i>Baseline data will come from the FACES management report CMT165 and CMT166 and will reflect the same data submitted to the District's Court Monitor. The baseline was computed from 12 months of data using quarterly data reports ending with the most recent available data quarter 4th quarter of 2008.</i></p> <p>Baseline 83.367%</p>											
Negotiated Improvement Goal	83.368% of children being served in-home and in foster care will be have monthly visits from their social worker (goal achieved in any 12-month period, advancing by quarters, during the PIP or non-overlapping year). The improvement goal is based on the sampling error at a 95% confidence interval.											
Method of Measuring Improvement	FACES Management Report CMT165 and CMT166, which tracks monthly visits to children being served in-home and to children in foster care. Reports will be submitted to the Children's Bureau with a description of the report logic.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Outcome/Systemic Factor: Families have enhanced capacity to provide for their children's needs, Item 20												
Status of Item in Final Report	Item 20 was assigned an overall rating of Area Needing Improvement. In 39 percent of the applicable cases, reviewers determined that the frequency and/or quality of caseworker visits with parents were sufficient to monitor the safety and well-being of the child or promote attainment of case goals.											
Baseline Status/Source Data Period	Baseline data will be generated through the Practice Improvement Case Review. Baseline data will be submitted no later than Q5 of the PIP. The baseline will be established from a minimum sample of 20 applicable cases. The minimum sample size will be derived from a rolling four quarter period baseline. The baseline percent will be the percent of applicable cases reviewed during the year rated a strength on the frequency and quality of caseworker visits with parents to monitor the safety and well-being of the child and promote attainment of case goals.											
Negotiated Improvement Goal	<p>The improvement goal will be determined following the submission of the baseline data. Rolling or advancing quarters of data/findings encompassing 12 months with a minimum of 20 applicable cases will be used to determine if the District has met its goal of improvement. The goal of improvement would be set by adding one half the sampling error, using an 80 percent confidence level, to the baseline percentage.</p> <p>The goal percentage will be the percent of applicable cases reviewed rated a strength on the frequency and quality of caseworker visits with parents to monitor the safety and well-being of the child and promote attainment of case goals. (Goal achieved in any 12-month period, advancing by quarters, during the PIP or non-overlapping year).</p>											
Method of Measuring Improvement	Statewide Practice Improvement Case Review data on the frequency and quality of caseworker visits with parents to monitor the safety and well-being of the child and promote attainment of case goals. Information will be provided in QSRs on the sample size for each quarter reported.											
Renegotiated Improvement Goal												
Status (Enter the current status into the white box below the appropriate quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12